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A MARKETING PLAN FOR RECREATION CABINS

CHATHAM AREA, TONGASS NATIONAL FOREST

Phase I of II

MARTI M. MARSHALL
Recreation Specialist
Chatham Area-Tongass National Forest
204 Siginaka Way
Sitka, Alaska 99835
(907)747-6671

Clemson Class of 1989

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ABSTRACT

Title A Marketing Plan for Recreation Cabins, Phase I of II

Author Marti M. Marshall
Recreation Specialist
Chatham Area, Tongass National Forest
204 Siginaka Way
Sitka, Alaska 99835

Abstract Both the Tongass and Chugach National Forests in Alaska sponsor a unique recreational program in which public recreation cabins are available for public use in outlying or remote areas of the forests. The cabins may be reserved for use through a reservation and fee system. These cabins are used by both local residents and visitors to the Area and offer a unique Alaska experience. Several of the Chatham Area cabins are extremely popular and are used on a regular basis year round. Some of these cabins, though, receive little or sporadic use for a variety of reasons.

The Chatham Area lacked any specific marketing plan for managing this unique recreation opportunity. The goal of developing a marketing plan for recreation cabins is increased user satisfaction. Additionally, if we better understand the benefits derived from the cabin program by our customers, we can more efficiently allocate scarce operation, maintenance, and construction dollars.

Another major goal of this project is to introduce the concepts and promote the understanding of marketing to employees on the Chatham Area. An important part of any marketing plan is "marketing" marketing internally with the emphasis on becoming a "customer-centered" organization.

A strategic marketing planning process is followed to develop this marketing plan. Phase One includes the situation analysis: both internal strengths and weaknesses within the organization are identified, and threats and opportunities from external environments are described that may affect the cabin program. Information needs about our customers are identified, and recreation research design methods are explored to obtain that information. Several research methods are recommended, and action items for internal marketing are identified. The necessary steps to be completed in Phase Two are also described.

Key Words: Marketing, Recreation Cabins, Customer Service, Customer Satisfaction, Marketing Research Methods, Internal Marketing.

A MARKETING PLAN FOR RECREATION CABINS - PHASE I OF II
CHATHAM AREA, TONGASS NATIONAL FOREST

TABLE OF CONTENTS

EXECUTIVE SUMMARY.....1

INTRODUCTION.....3

Statement of Purpose.....3

LITERATURE REVIEW.....5

METHODOLOGY.....6

I. INTRODUCTION TO MARKETING.....8

II. INTRODUCTION TO THE EXISTING RECREATION CABIN PROGRAM.....10

III. SITUATION ANALYSIS

A. Forest Service Mission, Goals, Objectives.....12

B. Alaska Region 10 Mission, Goals, and Objectives.....12

C. Chatham Area Recreation Cabin Program Mission and Goals.....13

D. Analysis of External Environment - Trends, Opportunities, Threats...13

E. Analysis of Internal Environment - Strengths, Weaknesses. Are We Organizational-Centered or Customer-Service Centered?.....16

III. RECREATION RESEARCH AND DATA

A. Identification of Information Needs.....19

B. Research Methods.....20

C. Analysis of Existing information:
Who ARE Our Customers? What Do They Desire?.....22

D. Conclusion and Recommendations.....32

IV. INTERNAL MARKETING.....34

V. CONCLUSION.....36

VI. FOOTNOTES.....37

VII. BIBLIOGRAPHY.....39

VIII. APPENDIX A - CABIN CROSSWALK AND MAP
APPENDIX B - SAMPLE SURVEY
APPENDIX C - CABIN USE CHARTS, 1989, AND RESERVATIONS BY ORIGIN

EXECUTIVE SUMMARY

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Author Marti M. Marshall
Recreation Specialist
Chatham Area, Tongass National Forest
204 Siginaka Way
Sitka, Alaska 99835

Summary

Both the Tongass and Chugach National Forests in Alaska sponsor a unique recreational program in which public recreation cabins are available for public use in outlying or remote areas of the forests. The cabins may be reserved for use through a reservation and fee system. These cabins are used by both local residents and visitors to the Area and offer a unique Alaska experience. Several of the Chatham Area cabins are extremely popular and are used on a continual or regular basis year round. Some of these cabins, though, receive little or sporadic use.

The Chatham Area lacked any specific marketing plan for managing this unique recreation opportunity. The goal of developing a marketing plan for recreation cabins is increased user satisfaction. Additionally, if we can better understand the benefits derived from the cabin program by our customers, we can more efficiently allocate scarce operation, maintenance, and construction dollars. Another major goal of this project is to introduce the concepts and promote the understanding of marketing to employees on the Chatham Area. An important part of any marketing plan is "marketing" marketing internally with the emphasis on becoming a "customer-centered" organization.

A strategic marketing planning process is followed to develop this marketing plan. Briefly, the steps of this planning process are:

1. Determine the organization-wide objectives, mission, and specific goals to which marketing strategies must contribute.

2. Assess the external environmental threats and opportunities that can be addressed by marketing in the interest of achieving greater organizational success.

3. Evaluate the strengths and weaknesses of the internal environment.

4. Determine the marketing mission, objectives, and specific goals.

5. Formulate the core marketing strategy to achieve the specified goals. This step includes identification of target market, competitive position, and marketing mix.

6. Put in place the necessary organizational structure and systems within the marketing function to ensure proper implementation.

7. Establish detailed programs and tactics to carry out the core strategies.

In Phase One of the marketing plan, a solid information base is developed from which to fully develop the marketing plan. External threats and opportunities are identified that may affect the recreation cabin program, and strengths and weaknesses within the organization are explored. Because effective marketing cannot be completed without adequate information about our customers and their expectations and desires, various methods of recreation research designs are explored. A literature search is completed and documented, and recommendations are made to gather the necessary additional information.

An action plan for internal marketing is recommended, and future steps are identified to complete Phase Two of this plan.

INTRODUCTION

The Chatham Area of the Tongass National Forest offers a unique recreational program in which fifty-four public recreation cabins are available for public use in outlying or remote areas. The cabins may be reserved for use through a reservation and fee system. These cabins are used by both local residents and visitors to the Area and offer a unique Alaska Region experience. Several of these cabins are extremely popular and are used on a continual or regular basis year round. Some of these cabins, though, receive little or sporadic use.

The Chatham Area lacked any specific marketing plan for managing this unique recreation opportunity. The goal of developing a marketing plan for cabins is increased user satisfaction. A strategic marketing planning process is followed to develop this plan. Who are our customers? What do they desire? What do they expect? Why are some cabins used constantly and some only very infrequently? How can we satisfy our customers and provide a quality experience? The development of a marketing plan will answer these questions and focus on the attainment of customer satisfaction. A marketing plan also contributes to a better understanding of the benefits derived from the cabin program by our customers. It can contribute to better decisions and more efficient allocation of scarce operation, maintenance, and construction dollars.

Another major goal of this project is to introduce the concepts and promote the understanding of marketing to employees on the Chatham Area. An important part of any marketing plan is simply "marketing" marketing internally with the emphasis on becoming a "customer-centered" organization. In this case, the "customer" is the public.

STATEMENT OF PURPOSE:

The purpose of this paper is to utilize a strategic marketing planning process to complete Phase I of a marketing plan for public recreation cabins. The emphasis is on "visitor" or "customer" satisfaction. Objectives of this project include completion of the steps that encompass the "Situation Assessment." This phase will include identification of mission, goals, and objectives from a national and regional perspective, and identification of the goals of this marketing plan. Both the internal and external environments of the organization which affect the cabin program will be assessed and analysis of existing information completed. Recommendations for appropriate research methods will be identified, and action items to assure successful internal marketing defined. These recommendations can then be provided to the Forest Supervisor and leadership team for concurrence and support.

Inherent in the development of a marketing plan is the education and development of commitment of employees involved in every facet of management and administration of these recreation cabins. The strategic marketing planning process recognizes this important factor in its four-faceted approach to the development of a recreation marketing plan:

1. Strategic Marketing Planning.

2. Marketing Research.

3. Internal Marketing.

4. The Marketing Plan.[1]

Another primary objective of this project, then, is to begin the process of internal marketing.

Because this project is the first effort to bring marketing concepts to the Chatham Area, there are difficulties inherent in development of a specific marketing plan for cabins without the Forest marketing plan with which to tier. This fact only emphasizes the dire need for a change of emphasis within the organization and the critical need for a commitment to the philosophies required for effective marketing.

Phase II will include implementation of marketing research selected in Phase I. Definition of objectives tied to the goals of the marketing plan will be identified, and appropriate strategies to meets the goals and objectives developed. User groups are then segmented by some homogeneous characteristic (based upon the research) so that marketing efforts may be targeted to each specific group with similar needs. The program's competitive position is determined in relation to the competitions' recreation offerings and how it is perceived by the target customers. Finally, the marketing mix is created that responds to the needs of the target customers and meets the program's objectives. This includes consideration of Product, Price, Place, Promotions, Participants, Physical Evidence, and Process of Service (the famous seven P's of marketing). Phase II will also include actions items for implementation and monitoring.

LITERATURE REVIEW

Literature review turned out to be a critical step towards meeting the intent of a marketing plan for recreation cabins. Currently there is a variety of sources of information regarding public recreation cabins and visitors here in Region 10 that has never been compiled for easy reference and analysis. Topics for review include:

-Available information regarding visitors, their opinions, and expectations:

Tongass Land Management Plan revision scoping (computerized and categorized for easier reference).

Current environmental analyses and scoping from districts for additional construction or rehabilitation of recreation cabins.

A Public Survey conducted in partnership with Territorial Sportsmen, Alaska Department of Fish and Game, and the U.S. Forest Service (currently on-going).

Cabin response cards from users of cabins. These cards are given when the permit is issued for use of the cabin and have been pre-stamped for easy return.

Employee knowledge and brainstorming.

Analysis of existing cabin use figures generated through the Computerized Cabin Reservation System (CCRS).

Requests for Refunds form - Review of 1989 requests.

Forest Service Cabin Use: A survey of Eight Cabins in the Ketchikan Area, February, 1986, U.S. Forest Service and Alaska Dept. of Fish and Game.

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METHODOLOGY

The process chosen includes completion of the steps of the strategic marketing planning process. "Customer-centeredness" or "marketing" is a way of thinking.[2] The strategic marketing planning process is a way of doing marketing.[2] This process includes the following steps:

1. Determine the organization-wide objectives, mission, and specific goals to which marketing strategies must contribute.

2. Assess the external environmental threats and opportunities that can be addressed by marketing in the interest of achieving greater organizational success.

3. Evaluate present and potential organization resources and skills to take advantage of the opportunity or repel the threats identified in the external environmental analysis.

4. Determine the marketing mission, objectives, and specific goals for the relevant planning period.

5. Formulate the core marketing strategy to achieve the specified goals. This step would include identification of target market, competitive position, and marketing mix.

6. Put in place the necessary organizational structure and systems within the marketing function to ensure proper implementation of the designed strategy.

7. Establish detailed programs and tactics to carry out the core strategy for the planning period, including a timetable of activities and assignment of specific responsibilities.[3]

Quickly it was determined that in order to complete all the steps in a marketing planning process, accurate information about our customers/users is critical. Targeting different market segments is impossible without this information. It was evident that we lack much or current information about these customers. Phase I of this process will complete Steps 1-3 and make recommendations for research design methods to accomplish the gathering of that information. Additionally, an internal marketing plan is recommended.

Please note that a marketing plan is an <u>on-going</u> process and the Chatham Area must strive to continue to "take the pulse" of our customer/users on a regular basis. Strategies to continue to do are included in the design method.

I. AN INTRODUCTION TO MARKETING: "HOW CAN WE BEST SERVE YOU?"

Marketing is often perceived as a distasteful, or inappropriate concept for the National Forests to embrace. What IS marketing? Why are more non-profit and public sector organizations and agencies beginning to recognize the benefits of utilizing the concepts of marketing?

Currently there is a plethora of marketing literature, texts, tradebooks, conference proceedings, and other sources of information for marketing non-profit organizations, government and social services. In fact, Philip Kotler and Alan Andreasen state in their book, Strategic Marketing for Non-Profit Organizations that "Today, the non-profit marketing idea has clearly reached the maturity phase of its life cycle. The evidence is everywhere." Unfortunately, the Forest Service has been a late bloomer in this trend. But we have made significant progress nationally with the introduction of the National Recreation Strategy which was unveiled by the Chief, F. Dale Robertson, in 1987. The National Recreation Strategy includes six strategy papers; one of which is solely a strategy for Marketing! But it is no coincidence that the other recreation strategy papers addressing Customers, Recreation Settings, Services, Partnerships, and even Technology all embrace and promote various concepts of marketing throughout the papers.

The Marketing Strategy of the National Recreation Strategy defines marketing as "A Strategy for managing total Forest Service activities so that all thinking begins and ends with customer satisfaction." In its key aspects, the Strategy states that marketing:

* Assures a focus on knowing the customers and their needs and reduces the preoccupation with continuing traditional agency programs and services exclusively.

* Stresses the importance of monitoring changes in customer tastes and preferences and responding with new or different services.

* Encourages innovation, experimentation, and creativity in programs and services by suggesting there are a variety of ways to satisfy public wants.

*Uses promotional techniques to reach potential customers currently unaware of their opportunities, to achieve an outdoor ethic in all customers, and to meet other management objectives.

It is critical that our organization develop a clear, deeply ingrained appreciation for what marketing is and what is can do for the organization. Many people are highly critical of the concept. Americans are bombarded with television commercials, junk mail, newspaper ads, sales calls, and mass retailing. Someone is always trying to sell something.[4] It is important for employees to understand that marketing is not selling. Selling is only the tip of the marketing iceberg - it is only one of several possible functions that marketing specialists perform and is not the most important one - especially in the context of National Forests. The most important and basic theme of the marketing concept is to identify and satisfy consumer (or customer) needs.[5]

Peter Drucker, a leading management theorist, summarizes marketing rather aptly in his quotation, "The aim of marketing is to make selling superfluous."[6]

A marketing plan makes sense because it demonstrates a management philosophy which describes an organization's attitude toward its various clientele and goals. The public we serve are asked, "How can we best serve you?" than a plan is developed to satisfy those needs. It focuses our direction toward the reason we're in business:

CARING FOR THE LAND AND SERVING PEOPLE.

In a broader context, marketing can lead to satisfied users/customers/visitors which equals satisfied constituents which translates into support for forests' programs. This idea of customer satisfaction is nothing new in the Forest Service. Gifford Pinchot, in 1907, wrote that

> National Forests are made for and owned by the people. They should also be managed by the people. .....What the people as a whole want will be done. To do it, it is necessary that the people carefully consider and plainly state just what they want and then take a very active part in seeing that they get it.[7]

Throughout the years since 1907 various programs have been implemented to assure customer satisfaction and service. The Host program was one most notable. Established in September, 1979, by Executive Order 12160, the purpose was to ensure that federal agencies review and revise their operating procedures so that consumer needs and interests are adequately considered and addressed. Some of the elements identified included consumer participation, production and distribution of information materials to inform consumers (specifically including information relating to recreation opportunities), and education and training.

Programs then developed to implement the Host Program - most notably "People Serving People." The National Recreation Strategy continues and emphasizes this tradition with a major emphasis on customer satisfaction.

A note: Many employees and people of the public feel uncomfortable with marketing terms and especially the terms "marketing" and "customer." "Marketing" is the business of satisfying customers. The goal is to make available satisfying recreation experiences. The end result is satisfied customers (rather than things or tangible products). The term "customer" is used in the context of "service." There is an exchange occurring. Marketing activities are designed to facilitate an exchange between the National Forests and customers. Customers receive satisfying recreational experiences and the National Forests receive constituency and political support. In this, and most, marketing plans, "customer" is used interchangeably with "user" or "visitor."

II. INTRODUCTION TO THE EXISTING RECREATION CABIN PROGRAM

Both the Chugach and Tongass National Forests of Alaska sponsor a unique recreational program in which recreation cabins are available for public use in the outlying areas of the forests. The first of these cabins were constructed in the 1930's by the Civilian Conservation Corps. Later, a number of cabins were built with Dingell-Johnson Act money in an effort to shift fishing pressure from heavily fished lakes to those receiving little or no use. The Forest Service continued to add cabins through the years for the safety and convenience of hunters, fishers, and recreationists.[8]

The Chatham Area at the present times offers 54 public recreation cabins through a reservation system (one is administered for the National Park Service). See the enclosed Tongass National Forest map and the cabin listing in Appendix A. Permits are issued either on a first-come, first-served basis or by a lottery drawing when more than one party is interested in a particular cabin. Interested individuals contact any Forest Service office in S.E. Alaska to check availability and make reservations. Contact can be made by mail, telephone, or in person, but permits cannot be issued until the fee is collected. Permits are required for occupancy of the cabins. Confirmed reservations may be made up to 179 days in advance of intended use.

The Alaska Region currently has in place (since July, 1987) a computerized cabin reservation system (CCRS) that allows Data General (DG) access in to a data base for the purpose of making cabin reservations. The reservationist checks availability by cabin, enters the reservation into the system, then hand writes the permit. The permit is issued under the Granger-Thye Act whereby the permittee is required (by payment of the fee) to assist in cabin maintenance.

Also included with each permit is a self-stamped postcard which simply asks visitors "Name of Cabin," "Date Used," and "Comments on Condition of Cabin, Weather, Fishing, & Wildlife." After review of last year's accumulation of comment cards, that is exactly the information we received (i.e. "The weather was sunny/overcast/ rainy. The fishing was great/terrible/okay. The bugs were obnoxious. We saw a lot/no bears, deer, loons!") Complaints often focused on availability of firewood and state of said wood (generally wet). These cards can be interesting and at least minimally helpful for maintenance crews and visitors both. The reading of these cards are popular at the Forest Service Information Center in Juneau, and Sitka Ranger District instituted a data base whereby comments were entered on the computer and printouts are made available to maintenance managers and visitors.

The Forest Service is not, in essence, simply renting a recreation cabin for a period of time. We are selling an <u>experience</u>. Each visitor arrives at a cabin with certain expectations and we provide the framework for meeting those expectations. Expectations are based upon a variety of factors - some of which we cannot control. But expectations can be built upon good or poor knowledge; therefore, it is critical to provide the best available knowledge at all times. Currently, we provide cabin information in several ways:

1. The Chatham Area Cabin Brochure.

2. Looseleaf notebooks located at each reservation desk in Forest Service Offices. These notebooks contain the Recreation Opportunity Guide (ROG) sheets for each cabin and describe each cabin in depth.

3. Various slide shows or presentations, usually shown locally at brown bag lunch presentations or fireside programs at Mendenhall Glacier Visitor Center.

4. Individual requests for information - either in person, over the telephone, or in writing.

5. Occasional articles or feature stories in magazines or newspapers.

Visitors are responsible for their own transportation, food, bedding, and all other supplies. Each cabin is located in a remote area; many are located on lakes only accessible by float plane. Some are accessible by boat, or boat and trail; only six are accessible by road and trail only.

Outfitter/guides and other commercial endeavors are currently not authorized to use public recreation cabins. Forest Supervisors may develop guidelines to allow commercial outfitter/guide use of cabins during traditional periods of low use. The Chatham Area, at this time, has no such guidelines.

III. SITUATION ANALYSIS

A. National Forest Recreation Mission, Goals, and Objectives:

The Chief introduced new (and to many people) revolutionary marching orders when he presented the National Recreation Strategy (NRS). The Mission was stated as:

> Find creative and innovative ways to meet the outdoor recreation needs of the public. The emphasis will be customer satisfaction.

Goals of this Strategy include:

*Satisfy the customer.
*Strengthen and round out multiple use management.
*Meet forest planning goals.
*Promote tourism.
*Respond to nontraditional users.
*Develop partnerships.
*Provide more economic benefits to rural communities.
*Increase the quality of life for all Americans.

B. Alaska Region Mission, Goals, and Objectives:

The Alaska Region tiered directly to the Chief's NRS and developed a vision statement or mission for the Region. It states:

> As we enter the 21st century, the Alaska Region will:
>
> 1. Implement the National Recreation Strategy with imagination and enthusiasm.
>
> *Customers
> *Partnerships
> *Services
> *Marketing
> *Recreation Setting
> *Technology
>
> 2. Have sufficiently staffed, well-trained and energized recreation champions at all levels.
>
> 3. Be recognized, trusted and respected by customers and peers for our leadership in providing a consistent, diverse supply of outdoor recreation settings and opportunities.
>
> 4. Recognize the cultural, economic and social characteristics of our public and contribute to the economic diversity and quality of life in

Alaska and the nation through leadership of our unique recreation opportunities.

5. Provide and implement Forest Land Management Plans that reflect our commitment and that of our customers to support the Alaska Region's program goals; recreation resource management in balance with other National Forest programs.

A Customer Service and Satisfaction Strategic Plan was also developed by the Regional leadership team and it serves to strengthen the commitment to customer service and satisfaction. Strategies include:

1. Assess and evaluate customer service and satisfaction.

2. Maintain and improve on the (existing) public confidence and expand outside of Alaska.

3. Revolutionize Host/Service concept.

4. Expand partnerships.

5. Do a better job of setting priorities so we can have more time to be effective in customer service and in meeting desired standards.

6. Foster a climate where opposing viewpoints are accepted and ideas exchanged (internal and external) as part of the decision-making process.

7. Strive for conflict resolution before getting appeals and before publication of draft documents.

8. Improve relations with Native groups and corporations.

C. The Public Cabin Recreation Program Goals and Objectives:

The goals of a marketing plan for recreation cabins are simple:

*Know our customers.
*Satisfy the customers.
*Create an environment where customer satisfaction is of utmost importance.

These goals are broad in nature and scope but capture the intent of this marketing plan. Objectives are more specific and will be identified with specific action items in Phase II of the plan to attain the above identified goals.

D. External Environment - Trends, Opportunities, and Threats:

It is useful to look at broad elements and trends that may affect Tongass National Forest, and specifically recreation cabin, use. What major social, lifestyle, and demographic developments and trends will have an impact? Both

some major, national trends and some trends important locally have been identified by personnel on the Chatham Area:

*The graying of America. Projections indicate that by 2025, there will be twice as many people over 65 as teenagers. At the present time, Alaska's population remains relatively young with 40% of the population between 25 and 44 years of age.[9] Only 3.57% of the population is 65 years old or older. How will that change as "baby boomers" grow older? How will this "graying of America" affect use patterns and desires of those recreating on the Chatham Area? We also currently enjoy many elderly visitors from cruise ships and package tours to our area. How with that change as more and more Americans grow older? The aging of Americans, including Alaskans, may result in an increased demand for more developed facilities with a greater ability or willingness to pay. Less strenuous recreation pursuits may be desired.

*Less Americans nationally are living rurally than ever before. Here in Alaska, there is great variation in the living patterns of residents. Fifty percent of the population of the state lives in Anchorage while the remaining residents are scattered across the state among nearly 300 smaller communities.[10] Will the demand for backcountry or wilderness experiences expand or die? Will recreation cabin visits be considered an important opportunity to return to nature, or will interest and skills for such visits diminish?

*Alaska will continue to receive a lot of media attention - both positively and negatively (i.e. the controversies surrounding Tongass National Forest management, the oil spill in Prince William Sound, the advancement of the Hubbard Glacier).

*There seems to be a trend towards non-consumptive activities and an increase in wildlife viewing, photography, etc.

*The 1990 Goodwill Games in Seattle may influence visitation to Southeast Alaska.

*There is a growing emphasis on the Pacific Rim and other international travelers.

*Southeast Alaska may be experiencing a mining "boom" with a resultant increase in population in some communities in the Chatham Area.

*Local residents appear to take their major vacations elsewhere.

*Local residents take shorter, weekend trips, close to home.

*Tourism bureaus are beginning to focus more on independent travelers to Alaska.

*We're beginning to lose wild places and that opportunity for a "rare and endangered" Alaskan backcountry experience.

*We are experiencing an increase in outfitter/guide services and charter boat operations.

*The Alaska Coastal Management Plan for each community within the Chatham Area is strongly supportive of the Forest Service public recreation cabin program.

Opportunities to coordinate and develop partnerships for both information sharing, and potential information gathering were numerous. Below are opportunities identified on the Chatham Area:

Media

Local newspapers
Sarah Eppenbach (a local writer)
Discovery Channel
KTOO

Agencies

City and Boroughs (Sitka,Juneau)
University of Alaska
State of Alaska
Sitka National Historic Park

Other Categories:

AK Visitors Association
Taku Conservation Society
Audubon Society
Sitka Conservation Society
Cousteau Society
Alaska Pulp Corp.
Wilderness Society
Cruise Ships
Travel Clubs (i.e. Good Sams, Snowbirds)
SEACC
Alaska Airlines/Delta Airlines
Ak State Ferry System
Charter Boats/Outfitter and Guides
Travel Agencies
Writers Symposiums
Sports shows/fairs
Brown Bag and Fireside presentations

Threats that may affect meeting the goals of the recreation cabin program include:

*The perception that Alaska has a short use season.

*The weather - or perception that the weather - is not user-friendly.

*The cost of getting to Alaska is increasing.

*The cost of transportation within Alaska is increasing.

*The perception that remote Alaska is a dangerous place.

E. Internal Environment - What Kind of Organization Are We Anyway?

It is important to look at our organization critically and determine if we are "organization-centered" or "customer- centered." This step can be done on a broad, organizational scale or more specifically related to the public recreation cabin program, but indications are generally consistent throughout any level of an organization.

Clues to identify an organizational-centered agency are:

1. The organization's offering is seen as inherently desirable.

2. Lack of organizational success is attributed to customer ignorance, absence of motivation, or both.

3. A minor role is afforded customer research.

4. Marketing is defined primarily as promotion.

5. Marketing specialists are chosen for their product knowledge or their communication skills.

6. One "best" marketing strategy is typically employed in approaching the market.

7. Generic competition tends to be ignored.

On the other hand, customer-centered organizations always ask:

*To whom are we planning to market?

*Where are they and what are they like?

*What are their current perceptions, needs, and wants?

*Will these perceptions, needs, and wants be different in the future when our strategy is to be implemented?

*How satisfied are our customers with our offering?[11]

In order to be fully customer-oriented, we must be able to positively answer the above questions. Currently, we are an organization in transition. We fit many of the criteria for an organizational-centered agency, yet we are beginning to see a move towards responsiveness to public needs. In fact, the passage of the National Environmental Policy Act probably did more to strengthen the concept of marketing within our agency than any other action of late. Scoping is a tool to identify what the public thinks and wants. In Mack Hanan and Peter Karp's book, Customer Service, they state that "Planning for satisfaction is planning WITH your customers, not planning FOR them. Your plan's objectives must be your customers' objectives."

Another major milestone towards an organizational marketing philosophy was the National Recreation Strategy and the emphasis on partnerships. Challenge cost share project funding encouraged seeking out and listening to our partners. At a Chatham Area recreation meeting held in February, 1990, responsiveness to our "customers" or users was pervasive as each district discussed the year's accomplishments, partnerships, and projects. It is indicative of an organization in transition. The districts are doing what the leadership team is in the beginning stages of formalizing! As the various levels meet philosophically, our organization will truly be able to be customer-centered and the emphasis on customer service institutionalized.

Strengths specific to the recreation cabin program that were identified were:

*We offers a unique Alaska recreation opportunity.

*There is a certain cadre of knowledgeable people.

*We have an expanding cabin program driven by public desires.

*A good volunteer program is present.

*We have better technology and knowledge in the use of the computerized cabin reservation system.

*The fact that recreation is not just an "other resource" anymore.

*There is great potential for a volunteer "Adopt-a-Cabin" program.

Weaknesses identified include:

*Lack of adequate staffing (tied to FTE limitations).

*Budget - or lack thereof.

*Liability issue of using volunteers.

*Traditionally low grade scale level and skills at front desks (tied to retention and training).

*Lack of adequate skills (Wage Grade) for cabin maintenance.

*Lack of information about our customers and their desires.

*Down time with computers which hinders the efficiency of the computerized cabin reservation system.

*Inefficient computer program for accessing the cabin reservation system. Availability can only be identified cabin by cabin and not by dates.

*Lack of adequate programs to run computer programs from existing data in computerized cabin reservation system.

*Lack of consistent cabin use data available from districts.

*Lack of mission statement.

*Difficulty in monitoring compliance with permit system for use of cabins.

*Difficulty in responding to maintenance needs because of distance/cost of site visits.

*Lack of stability in the cabin program - fluctuating budgets.

*The cabin program, as a primitive or semi-primitive recreation opportunity, is not well-known.

III. RECREATION RESEARCH AND DATA

A. Information Needs:

Bruce Hronek (USDA Forest Service at Indiana University) stated in a recent paper entitled "Marketing in the Eastern Region" that:

> Effective marketing cannot be accomplished without marketing research. Effective marketing depends upon identifying market segments and selecting the most appropriate segments (people most likely to use the National Forest) to concentrate our efforts. Market segmentation, targeting, and positioning form the cornerstone of modern marketing. If we are to be successful in assessing the market, you should have information that will allow a thorough understanding of the customer, his/her attitudes, life-styles, decision making style, behavior, and other relevant characteristics.[12]

The following list was generated when the question was posed to Chatham Area recreation managers, "What information is needed to better meet the needs of our customers who use recreation cabins?":

Demographics: Age, sex, state of residency, children, income.

Identify expectations: How do the expectations of locals or Alaskan residents differ from those from the western United States? From the eastern United States? What does "remote" mean to them?

Group size: average group size, desired group size (and therefore, desired cabin size).

Purpose of visit: hunting, fishing, cross country skiing, etc.

Access preference: hiking, boating, float planes, skiing.

Are visitors satisfied with the boats provided on the lakes?

Is there a need for barrier-free/disabled access at recreation cabins?

How far and how much are people willing to pay to get to a cabin?

How much are visitors willing to pay to use a cabin per day?

What facilities are desired at recreation cabins? (experience/development level)

What style of cabins do visitors prefer?

How many people have tried or wanted to make a reservation and couldn't? What was the reason?

How satisfied are users with the recreation cabin program - maintenance levels, reservation system, design?

What is the return-to-cabin frequency rate?

Is there a desire for a hut-to-hut system?

Is there a desire for an 800 telephone number for reservations?

Is there a need for the opportunity to pay with credit cards?

Do people want more cross-country ski-in cabins?

Do visitors want to be able to purchase a package with cabin rental and transportation included? Do visitors want outfitter services? Guided services?

B. Marketing Research Methods

Marketing research is simply the planned acquisition and analysis of data measuring some aspect or aspects of the marketing system for the purpose of improving an organization's marketing decisions.[13] Marketing research can be very diverse. Any reliable information that improves marketing decisions (i.e improves customer satisfaction) can be considered marketing research; therefore, there are many alternative, non-traditional and low cost approaches. It should be noted that data can be considered primary or secondary data. Primary data is data derived directly - i.e. field survey results or mail or telephone studies using questionnaires. Secondary data is data derived from less direct methods such as literature searches or data from other sources.

The objective of research in this context is to gather the identified information necessary to continue the strategic planning process and develop a marketing strategy for recreation cabins. To reiterate, effective marketing cannot be accomplished without marketing research.[14] This step in this marketing plan will analyze and propose methods of research that are reasonable to accomplish in light of budget, staffing, and marketing and research knowledge.

There are a number of types of research designs and methods for obtaining data that can result in either primary or secondary data. Those most applicable to the recreation cabin program are discussed below.

1. Literature Search:

As part of Phase I of this marketing plan, a literature search was completed and considered an important aspect of available data collection. A compilation of this secondary data is available as part of the planning record for this document. (See Literature Review, page five, for a complete listing of the contents). This step included review of available scoping documents including the Tongass Land Management Plan revision scoping efforts. Additionally,

summaries of several important publications are included in the next section that offer information regarding both potential and existing customers. Unfortunately, much of the literature and previous research collected up to this point is woefully out of date (such as the Alaska Visitor Survey completed in 1979 or the "Participation Preferences, and Characteristics of Outlying Cabin Users in Alaska National Forest," dated 1976). There are still many unanswered information needs that were identified for this plan. Cautious conclusions may be drawn from these documents as they do provide secondary data and there is a need to verify them in a current context.

2. Improve and utilize the computerized cabin reservation system program to the maximum extent possible. Develop programs to easily supply use reports by:

-Cabin.
-Group size.
-Residency of group.
-Time period of use.
-Number of reservations by residence.
-Recreation Visitor Days.

For the purpose of this marketing plan, the existing data and programs used were found surprisingly lacking. Data compilation and analyses were cumbersome and time-consuming. This system could easily provide good primary data about existing customers and current patterns of use.

2. Development of an improved format for an on-going visitor response form. Currently the self-addressed and stamped cabin response postcard is inadequate. It could provide an excellent mechanism for on-going, current feedback from our users.

3. Conduct a visitor survey by mail or telephone. Specific user information is critical for successful adaptation of a marketing strategy and the National Recreation Strategy. Surveys or questionnaires offer the most direct route of gathering primary information about current users. We currently have a mailing list from all reservations made in 1989. Actions include pursuing the lengthy process of requesting permission to conduct an on-going survey from the Office of Management and Budget or working through other means to accomplish the same goals. As a part of this phase of the marketing plan, a survey was developed using the total design method described in Mail and Telephone Surveys: The Total Design Method by Don A. Dillman. That survey is included in Appendix B. All or parts of this survey may be used.

A new research project provides the best mechanism for attaining the needed information. Developed by the Outdoor Recreation and Wilderness Assessment Group of the Southeastern Forest Experiment Station, CUSTOMER is an on-site recreation visitor survey that is to be tested in 1990. It is designed to improve upon the Public Area Recreation Survey (PARVS) that was conducted in 1985. The 1985 PARVS was designed to provide information at the national and regional level. CUSTOMER (Customer and Use Survey Techniques for Operation, Management, Evaluation, and Research) is to be available to all sites in the National Forest System and other public agencies and will be a standard for site-level research National Forest System-wide. The emphasis is on providing

information for the local site manager. Because Alaska offers a unique recreation cabin program, a specific survey of the cabin users may be possible.

4. Contact other agencies or groups that gather information on tourism and especially those that are focusing on the independent visitor to Alaska. Other resource agencies, colleges, or universities may also be willing to conduct some of our data collection.

5. Request that reservationists monitor key information and ask questions informally to the visitors and users with whom they have contact. On a regular basis, that information should be compiled, analyzed, and included in this marketing plan.

6. Conduct formal scoping for development of this marketing plan or for a recreation plan by district or community. Petersburg Ranger District on the Stikine Area is currently in the process of such an effort. This process would reach not only users of the cabins but others that may or may not be using the cabins for a variety of reasons.

7. Contract with private research firms to conduct research. Unfortunately, this option is potentially the most expensive and difficult to accomplish.

C. Existing Information: Who ARE Our Customers? What Do They Desire?

The Alaska Region currently has in place a computerized cabin reservation system that allow Data General (DG) access to a data base for the purpose of making cabin reservations. (See description under Existing Situation). Computer programs are currently inadequate to adequately capture what information is desired from those reservations. And unfortunately, very little information is included on a cabin reservation permit form from which to extrapolate. Available information was generated from the 1989 data base and the following information was determined:

60% of all reservations are made by people with Juneau, Auke Bay, or Douglas mailing addresses.

14% of all reservations are made by people from out of the state. Of those out-of-state reservations, California, Washington, Oregon, Colorado, and Georgia account for the most out-of-state reservations.

0.3% of all reservations were made by visitors from out of the United States.

80% of all reservations were made from communities within the Chatham Area

Hoonah:	0.3%	Skagway	>0.4%
Juneau:	60%	Haines	0.3%
Sitka:	17%	Gustavus	0.1%
Elfin Cove	0.1%	Hobart Bay	>0.1%
Yakutat	1.2%	Pelican	0.1%
Corner Bay	>0.1%		

2.4% of all reservations are from other communities in SE Alaska.

3% of all reservations are from Interior Alaska.

Please refer to Appendix C for a complete listing of reservations by communities in Alaska and by states. The 1989 annual recreation use tables by cabin are also included there.

These statistics derived from reservation information do not account for local residents who make reservations for or with out-of-state or out-of-town friends or families at recreation cabins. Therefore, it is difficult to conclude how many non-local users contribute to the total use of cabins.

Group size is indicated on the permit and from this information, group size was determined to range from 1 to 20 dependent upon location and group. Note that group size is limited by cabin design, and only several of the cabins allow for groups larger than eight (Dan Moller cabin, John Muir Cabin, and Big Shaheen Cabin).

Recreation Opportunity Guides (ROGs) for each cabin were used to identify the unique opportunities at each cabin and were then compared to existing use patterns to glean clues to what our customers really value. (See Appendix B for 1989 use charts). In addition, review and analysis of Tongass Land Management Plan Revision scoping, recent scoping efforts for new construction and rehabilitation of cabins, a public survey conducted by the Territorial Sportsmen in partnership with the Forest Service, and employee knowledge indicate the following:

*People want "Recreation" to be more evident in Tongass management.

*There is a desire for more public recreation cabins, especially those with hike-in access.

*There is a desire for "hut to hut" recreation opportunities - either by foot, skiff, or kayak.

*People want better access to recreation cabins. This includes more cabins accessible by saltwater or well-maintained trails.

*Visitors expect and want well-maintained cabins with an adequate supply of firewood (if a wood stove is present).

*Local visitors (and probably out-of-state visitors also) prefer easy and/or inexpensive access (i.e. hike-in, boating, short flights).

*Fishing is an important and major draw. Cabins with excellent fishing are always popular and well-used.

*Cabins located in good hunting areas are popular.

*Some visitors prefer a more developed recreation experience as evidenced by the high use at Lake Eva Cabin on Sitka Ranger District. It is unique in that it offers a deck, float dock, handicapped accessible ramps, outdoor fireplace, picnic table, and fishing dock with railings. It is popular not only for people with disabilities but also the elderly visitor and families with small children.

*Hot springs are always a draw!

*Cabins that can accommodate large groups seem to be consistently popular. Easy or inexpensive access appears to increase their use.

*Cabins that can be accessed year round are popular and desired - but only if an adequate wood supply is supplied.

*A safe moorage is critical for those cabins on coastlines.

*New cabins should not preempt existing local use (such as hunting).

* * *

Other conclusions may be drawn from sources that may not be specific to the recreation cabin program here on the Chatham Area or that may be out of date. Brief summaries from five other sources are included here for reference. The conclusions provided must be tested with current, applicable data for the Chatham Area.

The Southeast Alaska Pleasure Visitor Research Program report:

The University of Minnesota's Department of Agriculture and Applied Economics contracted with Data Decisions Group, Inc. (DDG) in early 1988 to conduct a survey of Southeast Alaska visitors. Sensing the opportunity to capitalize on Minnesota's investment in set-up and data collection, the Southeast Alaska Marketing Council requested DDG to add demographic and trip planning questions to the visitor survey and to prepare a written report of visitor results.[15] The key objectives were:

1. To define the number of pleasure visitors to Southeast Alaska in total and by trip purpose, entry mode, travel type and place of origin.

2. To describe the travel patterns, opinions, trip planning and demographics of the Southeast Alaska pleasure visitor.

3. To determine the level and type of activities and tours that Southeast Alaska pleasure visitors engage in.

4. To determine the level and type of visitor expenditures within SE Alaska.

5. To quantify the sales and expenses of industry providers attributed to recreation and tourism.

Although the number of cabin reservations made by users from out of state account for only 14% of all reservations, undoubtedly the total use of recreation cabins by out-of-state friends and relatives is higher. In brief summary, here are some of the conclusions drawn that may relate to these out-of-state visitors:

*Arrivals to Southeast Alaska during the summer, 1988, totalled 443,911.
87% of all arrivals were visitors.
78% of all arrivals were pleasure visitors.

*Nearly all (96%) pleasure visitors called the main purpose of their trip "vacation/pleasure" (referred to as VP in the report).

*Only 4% said visiting friends and relatives was their main purpose (hereafter referred to as VFRs).

*Fifteen percent (15%) of VFR visitors were residents of Alaska while only 2% of VPs were Alaskans.

*Twenty-four percent (24%) of all VP are independent visitors and nearly all VFRs (96%) were independent.

*Total independent pleasure visitors increased by 20% in three years (1985-1988).

*Fifteen percent (15%) of independent travelers are VFRs while no package visitors are VFRs.

*Six times as many VFRs as VPs spend their time outside the limits of community road systems (43% vs. 7%). Almost as many air entries (32%) do so and 39% of them overnight compared to a 27% average. They spend nearly four nights in the backcountry. (The air entry data probably reflects its VRF concentration plus adventure and fishing trip visitors usually fly into Southeast as well. Ferry and personal vehicle carry about half as many backcountry users).

*Backcountry users tend to come from the western United States, especially Washington and California. In-state visitors also use backcountry areas but generally just for the day. Virtually all backcountry users travel independently. This group contains more men than average (63% vs. 46% average) and is considerably younger than average (41 vs. 53). Only half as many as average are retired (23% vs. 45%).

*Only 0.2% of the visitors used Forest Service recreation cabins. (Keep in mind that 65% reported using cruiseships as their lodging type).

*The reasons given for visiting Southeast Alaska include:

Scenery	66%
Part of Cruise	60%
Wildlife	35%
Recommendation From Others	25%
Wilderness	13%
Specific Attractions	10%
Saw Advertising	10%
Price	8%
Fishing/Hunting	8%
Visit Friends/Relatives	7%

*The U.S. Forest Service was identified by 2% of all visitors as a trip information source.[16]

Another study conducted by Data Decisions Group, Inc. for the State of Alaska, Department of Tourism, was the Alaska Visitors Statistics Program (AVSP). The study, in four reports include:

>Alaska Visitors Arrivals, Summer Season, 1986.
>Alaska Visitor Patterns, Opinions, and Planning, Summer Season, 1985.
>Alaska Overseas Visitors, 1985-86 (Arrivals, Patterns, Opinions and Planning)
>Alaska Visitor Expenditures

The objectives of this study differed from the Southeast Alaska Pleasure Visitor Research Program in that the Southeast program looked at all pleasure visitors to the region, including in-state visitors (Alaskans) but excluded business visitors. This State program looked at all out-of-state visitors, which excluded Alaskans but included out-of-state business visitors. Both the Southeast Alaska Pleasure Visitor Research program and the AVPS caution against comparing results of the two studies. Some applicable findings from the AVSP include:

*76% of all vacation/pleasure visitors to the State visit Southeast Alaska.

*Juneau was the most visited community in the State by vacation/pleasure visitors with 67% of all visitors.

*The average visitor stayed in Alaska 11.4 nights. VFR visitors stay longest among trip purpose groups at 17.9 nights. Midwest visitors stay longest among origin groups (13.3 nights).

*Average party size is 2.4 persons for vacation/pleasure visitors.

*53% of all visitors used a travel agent for functions such as booking tours/cruises, making independent lodging, transportation, and attraction reservations.

*The average visitor's age is 50 years old. The largest single age group are the 55-64 year olds (24% of all visitors) and 65-74 year olds (20%). (This reflects the high number of older visitors visiting Alaska aboard cruise ships).

*Package tour visitors are 10 years older than independent visitors (56 vs. 46).

*Male visitors are in the majority (54%) among all visitors but women predominate among vacation/pleasure visitors (53%). Males predominate among Business Only visitors (87%).

*The western United States provides half of all visitors. The Midwest and South provide 18% each. The East accounts for 10% of all visitors with Canada's visitors at 4%. Other foreign countries account for 2% of all visitors.

*The best predictor of overall pleasure visitor satisfaction is the value and quality of Alaska's recreation opportunities. Friendliness and helpfulness of people who serve them is the next strongest predictor.

*The Southeast regional visitors' trip satisfaction correlates directly with the quality of visitor information centers, lodging, and activity experiences.[17]

Forest Service Cabin Use - A Survey of Eight Cabins in the Ketchikan Area by Gary H. Sanders of the Alaska Department of Fish and Game provides some insight about cabin users. As with much information, it is out-of-date. The survey was conducted in 1983-1984 as a pilot test and only covered eight Ketchikan Area cabins. The Regional Forester, in a letter of distribution dated March 10, 1986, stated:

> It is important not to generalize the results to all Forest Service cabins in Alaska. Nonetheless, the study re-affirms the importance of the cabin program to both resident and non-resident visitors on the National Forest. Such information helps us in tailoring our management decisions to meet the needs and wishes of the public. We hope to continue to collect and utilize this kind of information on a broader scale in the future.

Conclusions from this study found that:

1. Approximately 67% of the reservations for the cabins surveyed were made by Alaska residents and 33% were made by non-residents.

2. The average length of a trip to a cabin was 2.5 days for Alaska residents and 5.6 days for non-residents.

3. When reservations were made by Alaskan residents, average party included 2.7 Alaska residents. When a non-resident reserved the cabin, average party included 3.5 non-residents.

4. Non-residents surveyed accounted for 666 recreation visitor days (58.8%) while Alaska residents accounted for 466 recreation visitor days.

5. "Visiting the National Forest" (45%) and "fishing" (39%) were the predominate reasons indicated by non-resident respondents for visiting Southeast Alaska.

6. Alaska residents using the USFS cabins tended to be younger than the non-residents - 69% of the Alaska residents were 35 years old or younger versus 42% for non-residents.

7. The mean gross annual income stratum for Alaska residents was $30,000-$39,000 versus $40,000-$49,000 for non-residents (Note: These costs listed here and below are in 1985 dollars and not inflated for the six years hence).

8. The average Alaska resident respondent's party spent $248 per trip for transportation to and from their permanent residences and the recreation cabin plus an additional $350 associated with activities while at the cabin site. Total expenditure was $598. Thus, this averaged approximately $221.50 per person assuming 2.7 people per party.

9. The average non-resident respondent's party spent approximately $1,809 per trip traveling to and from their permanent residences and the recreation cabin. However, on the average, only 75.2% of their time in Alaska was spent at a recreation cabin. Therefore, that portion of their overall travel cost attributed to visiting the USFS cabin is $1,360. An additional $500 was spent on costs associated with using the cabin; total expenditure was approximately $1,860. Therefore, the average non-resident spent approximately $531 for their share of the cost to visit one of the surveyed cabins.

10. Fishing was the primary consideration in selecting a recreation cabin for 88% of the non-residents and 59% of the Alaska residents. Two other characteristics listed as important in selection of a cabin were "getting away" (solitude) and "aesthetic setting (scenery)."

11. Eighty-seven percent of all respondents expressed medium to high satisfaction with the USFS cabin reservation system.

12. Nine-two percent of the respondents did not encounter any outfitted/guided parties. However, the majority voiced strong opinions about the perceived effect that such an encounter would have on their recreational experience; 76% said that encountering a commercially outfitted/guided party would decrease the quality of their experience. Conversely, while only 9% of the respondents used the service of an outfitter/guide, 27% indicated that they would use such services. This may indicate that it is the encounter itself, not who is encountered[18] that tends to decrease the quality of an individual's experience.

Indications from the Alaska Public Survey:

The Alaska Public Survey was conducted in the spring of 1979 and based largely on 1,255 hour-long interviews conducted with Southeast Alaska residents. The following objectives guided the development of the survey:

1. Assess the extent and nature of recreational activity in the coastal marine recreation system in Southeast and south central Alaska.

2. Determine travel behavior for marine associated recreation by Southeast and south central Alaska residents.

3. Determine how site characteristics of different locations affect the nature and extent of their use, as evidenced by the types of activities engaged in and perceived attractions at each area.

4. Determine the availability of alternative favorite marine recreation locations and how closely these fulfill the attractions of the favorite place.

5. Assess the extent of outdoor recreation participation by regional residents in a variety of activities, including travel patterns, general location of participation, use of locations administered by different agencies, and unfullfilled desires and constraints on participation.

6. Determine the extent of subsistence hunting and fishing as it contributes to both livelihood and recreational enjoyment of recreationists.

7. Assess the residents' motives and satisfactions for living in Alaska.

8. Assess responses to national forest policy issues and balances of various outputs.

9. Determine how socio-demographic background characteristics are related to attitudes about resources, lifestyle, or recreation activity.

Two different publications interpreting the survey are available for reference: Selected Findings from the Alaska Public Survey: A Summary of Responses from Southeast and South Central Alaska, An Interim Report by Roger N. Clark and Darryll R. Johnson, and Residents and Resources: Findings of the Alaska Public Survey on the Importance of Natural Resources to the Quality of Life in Southeast Alaska by William Alves, Institute of Social and Economic Research, University of Alaska.

Roger Clark and Darryll Johnson present information in tabular form with many tables. The tables show comparisons in the responses between the Southeast and South Central regions and also between certain communities and geographic areas within these regions. William Alves presents his information primarily in narrative form with some tables. Conclusions found are indicated by percentage of all Southeast residents and include:

	Visited Tongass or Chugach NFs	Used Rec. Cabins	Used Backcountry
Large Urban Communities:	96%	45%	51%
Juneau*	96%	40%	51%
Ketchikan	98%	49%	52%
Sitka*	96%	50%	49%
Medium Communities	90%	38%	44%
Haines*	70%	26%	41%
Skagway*	70%	15%	25%
Petersburg	99%	35%	53%
Wrangell	97%	53%	42%
Native Communities	84%	17%	36%
White Subsistence Communities	91%	44%	56%
Logging Camps	100%	56%	44%

The communities indicated with an asterick are within the Chatham Area; the other communities are included for comparison purposes only. Native and white subsistence communities and logging camps are not specific to the Chatham Area; they are located throughout Southeast Alaska.

The percentage of respondents ranking Chatham Area management of recreation cabins as "Good" was 82%. Five percent of the respondents rated management of backcountry cabins "poor." This compares to the Ketchikan Area's rating of 91% for" Good" management and 0% for "poor" management. On the Stikine Area, 90% of the respondents rated cabin management "Good" and 2% "Poor." The most frequently suggested change was improved maintenance[19] More cabins and restriction of motorized access was also identified.

One final reference worth mentioning is the Participation, Preferences, and Characteristics of Outlying Cabin Users in Alaska National Forest by Allan Jubenville, William Workman, and Wayne Thomas, University of Alaska, Agricultural Experiment Station. This document is the most specific, yet the most outdated. The survey was conducted in 1976. Some findings are included here for information only and use of these conclusions should be used with extreme cautious! Percentages are given as relative frequency in all tables.

Type of Party

A person	4%
Single Family	29%
Two+ Families	16%
Group of Friends	38%
Organized Group	3%
Other	10%

Size of Party

1	3%
2	28%
3	15%
4	26%
5	8%
6	8%
7	3%
8	3%
9 or More	6%

Main Purpose of Trip

General Recreation	26%
Hunt	17%
Fish	14%
Backpack-Hike	10%
Ski	9%
Relaxation	8%
Other	16%

Length of Stay

1 Night	35%
2 Nights	27%
3 Nights	15%
4 Nights	8%
5 Nights	7%
6 or More Nights	8%

Liked Best about Use of Cabin

Equipment within Cabin (Axe, bunk, etc.)	31%
Scenery	27%
Cabin (nice shelter)	22%
Stove (warm & dry)	20%

Liked Least about Use of Cabin

Broken Stove	18%
Mntc. of beds/bedding	10%
Dirty cabin/garbage	10%
No wood or damp wood	9%
Cabin too small	3%
No axe or saw	3%
Other (general mntc.)	47%

One Item that Made the Overall Trip Enjoyable

Secluded area	29%
Available hunting/fishing	23%
Quality scenery	21%
Good cabin	16%
Easy access	5%
Other	6%

Modal Response* to Specific Cabin Facilities/Equipment

1.	Necessary	Stove	80%
		Windows	63%
		Axe	60%
		Firewood	52%
		Screens	49%
2.	Desirable	Boat	69%
		Fire ring	57%
		Picnic Table	55%
		Fireplace	46%
3.	Unnecessary/undesirable	Kitchen utensils	56%
		Mattress	53%
		Pots and Pans	48%

*This means the greatest response, or frequency, in the three response categories.[20]

Demographic information was included as part of this survey but not included here. Not only is the information thirteen years old but a necessary caution about the survey results must be added: Only 217 questionnaires were sent to visitors to the Tongass National Forest recreation cabins while 621 questionnaires were sent to those visiting the Chugach National Forest recreation cabins. Therefore, the results may be more applicable to the types of recreation opportunities available on the Chugach and one must interpret the results in light of this skewing.

D. Conclusion and Recommendations:

From existing information we can initially identify the following population segments to target with marketing strategies:

*Existing Users	Potential Users
Local Residents	Local Residents
Other Alaskans	Other Alaskans
Out-of-State Visitors	Out-of-State Visitors

But we know so little about these existing and potential users - who they are and what they prefer or expect. To proceed further, we must pursue development of a long-term information base about our customers. The following actions are recommended:

1. Develop computerized cabin reservation system programs to generate use reports that can be easily compiled, used and analyzed.

   WHO: Management Services through the Recreation Specialist, S.O.
   WHEN: FY 1990 (currently occurring)

2. Standardize annual use reports and include training for the development of these reports. Assign responsibility for generation of reports as such:

Forest Service Information Center:	Yakutat Ranger District cabins (13 + NPS cabin) Juneau Ranger District cabins (11) Admiralty Island National Monument cabins (12)
Supervisor's Office, Sitka:	Sitka Ranger district cabins (15) Hoonah Ranger District cabins (2)

WHO: Recreation Specialist with District input- to standardize report and conduct training.
WHEN: By June 1, 1990.

3. Improve the visitor response form. The Regional Office currently is investigating the opportunity for computer-generated permits and response forms. Work closely with them for completion.

WHO: Recreation Specialist or District representative
WHEN: For use in Calendar Year 1991.

4. Actively pursue coordination and inclusion of a cabin users survey in CUSTOMER PARVS.

WHO: Recreation Specialist
WHEN: As project develops (FY 90)

5. Place an emphasis on development of a district recreation plan with public input and scoping. Identify public user groups, desires.

WHO: District Rangers and Monument Manager
WHEN: FY 1991

6. Continue to review, analyze, and distribute Department of Tourism (and other agencies) data collection reports. Incorporate data into this marketing plan.

WHO: Recreation Specialist, Supervisor's Office
Cabin program manager, District Rangers
WHEN: On-going.

IV. INTERNAL MARKETING

The importance of internal marketing cannot be overstated. What is "internal marketing?" It is simply marketing the concepts of marketing to our own people. It is vital to the success of any marketing plan: a forest marketing plan, a district marketing plan, or in this instance, a marketing plan for recreation cabins.

We cannot become customer-centered organizationally without an emphasis on internal marketing. The following action items are recommended:

1. Develop or identify a marketing specialist for the Forest. Make the time, training, and budget available for that person. Consider a person trained and skilled in marketing. This critical step indicates more than a philosophical commitment to the market philosophy - it translates that commitment into action! Marketing cannot be adequately done as another "add on" to any (already overfilled) position.

2. Communicate to all levels within the Chatham Area the philosophy of customer service and satisfaction. Inform, educate and involve. The "marketing specialist" should make presentations at management team meetings, family meetings, district meetings, and other departmental/functional meetings (i.e. Chatham Area recreation meetings). Consider several professional presentations or videos by outside speakers. (i.e. A Walt Disney Service Training Management Staff).

3. Invest in our employees - especially those "front line" employees such as the receptionists/reservationists. Actions speak louder than any philosophical words - make time and take the money to assure that we have the best-trained employees meeting and dealing with the public. Critical training includes:

    Good Host or People Serving People Training.
    Front Liner Training.
    Computerized Cabin Reservation System Training.
    Adequate orientation to the Forest Service.
    Orientation to Marketing.

An important aspect of training is the necessity for personal knowledge of the cabins by all reservationists. Cabin fly-arounds (cabin orientations) are one way to achieve this. Make opportunities to have reservationists participate in maintenance trips or any other field visits. Assure that they visit all cabins, including the less-used cabins.

4. Include "customer service" as a performance element for all employees.

5. Develop a Chatham Area Recreation Strategy with a strong emphasis on customer satisfaction.

6. Recognize exemplary customer service (both internally and externally) with awards such as a free cabin trip, cash award, or some other means. Highlight those actions with articles and public recognition.

Tom Peters, in his book, Thriving on Chaos, tells us that "Most improvements in the product/service development process will come from turning the largely unseen supporting cast into committed champions." Committed champions provide high quality customer service enthusiastically and professionally and that is the goal of internal marketing.

V. CONCLUSION

The National Recreation Strategy calls for an increased emphasis on the recreation visitor to maximize quality recreation opportunities and customer satisfaction. The ultimate goal of this marketing plan is increased user satisfaction. Through this plan we have started to build a knowledge base: external threats and opportunities have been identified that may affect the success of our goals. Strengths and weaknesses within the organization were identified that may affect the cabin program and our actions to improve customer satisfaction. Various recreation research methods were explored and recommendations to pursue the most appropriate methods were made. Conclusions were drawn from our existing knowledge base, and other studies and reports were analyzed for applicable information regarding potential and actual customers and their desires. Additionally, an internal marketing action plan is proposed to assist the process of becoming customer-oriented instead of organizationally-centered.

Phase II will include completion of the remaining steps of the strategic marketing planning process. In brief, these steps are identified below:

1. Implement the marketing research data collection methods selected in Phase I.

2. Determine the objectives of the marketing plan which are tied to the goals already identified.

3. Formulate the core marketing strategy to achieve the specified goals and objectives. This step includes analysis of the data gathered to determine user groups that can be segmented by some homogeneous characteristic. Marketing efforts then may be targeted to each specific group with similar need. The cabin program's competitive position is determined in relation to any competition's recreation offering and how it is perceived by the target customers. Finally, the marketing mix is created that responds to the needs of the target customers and meets the program's objectives.

4. Put in place the necessary organizational structure and systems within the marketing function to ensure proper implementation.

5. Establish detailed programs and tactics to carry out the core strategies.

Through completion of both Phase I and II, we will learn who our customers are, what they desire, and strategies will be developed to deliver high quality recreation experiences and opportunities that our customers desire.

FOOTNOTES

1. "A Process to Develop a National Forest Recreation Marketing Plan," Franklin Lewis, USDA Forest Service (Clemson Project), 1988, page 2.

2. "Strategic Marketing for Nonprofit Organizations, Third Edition, (Englewood Cliffs, N.J.: Prentice-Hall): Philip Kotler and Alan R. Andreasen, 1987, page 157.

3. Ibid., page 159.

4. Ibid., page 53.

5. Principles of Marketing, (Glenview, Illinois: Scott, Foresman and Company): Thomas C. Kinnear and Kenneth L. Bernhardt, 1983.

6. Op. cit., Kotler and Andreasen, page 36.

7. "The Use of the National Forests," (USDA, Forest Service): Gifford Pinchot, 1907, page 25.

8. "Participation, Preferences, and Characteristics of Outlying-Cabin Users in Alaska National Forest," Agricultural Experiment Station, University of Alaska, Jubenville, Workman, and Thomas, 1976.

9. Alaska Blue Book,(State of Alaska), 1989-90, page 266.

10. Ibid., page 266.

11. Op.cit., Kotler and Andreasen.

12. "Marketing the Eastern Region," Bruce Hronek, IPA, Indiana University (USDA Forest Service), white paper, page 4.

13. Op.cit. Kotler and Andreasen, page 200.

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Appendix A

APPENDIX A

Public Recreation Cabins													
					Fish			Wildlife					
Map No.	Name	Access	Stove	Skiff	tr	st	sa	d	bl	br	m	g	wf
Y01	Situk Lake	P/T	W	S	x	x	x		x	x	x		x
Y02N	Middle Situk R. (North)	P/R-T	O	-	x	x	x		x	x	x		x
Y02S	Middle Situk R. (South)	P/R-T	O	-	x	x	x		x	x	x		x
Y03	Lower Dangerous River	P	O	-					x	x	x		x
Y04N	Harlequin Lake (North)	P/R-T	O	-					x	x	x		x
Y04S	Harlequin Lake (South)	P/R-T	O	-					x	x	x		x
Y05	Square Lake	P	O	S	x				x	x	x		x
Y06N	Tanis Mesa (North)	P	O	-					x	x	x	x	
Y06S	Tanis Mesa (South)	P	O	-					x	x	x	x	
Y07	Alsek River	P	O	-			x		x	x	x	x	x
Y08	East Alsek River (NPS)	P	O	-			x		x	x	x		x
Y09	Middle Dangerous River	P	O	-					x	x	x		x
Y10	Situk Weir	R-T	W	-	x	x	x		x	x	x		x
Y11	Italio River	P	O	-	x		x		x	x	x		x
H01	Greentop	P/B	W	-			x	x		x			x
H02	Salt Lake Bay	P/B	W	-			x	x		x			x
J01	Laughton Glacier	T	W	-					x	x		x	
J02	Katzehin River	P	W	-			x		x	x	x		x
J03	Peterson Lake	T	W	S	x				x	x			
J04	John Muir	T	W	-					x	x			
J05	Dan Moller	T	W	-				x	x				
J06	Admiralty Cove	P/B	W	-		x	x	x		x			x
J07	North Young Lake	P	W	S	x		x	x		x			x
J08	South Young Lake	P	W	S	x		x	x		x			x
J09	West Turner Lake	P/B	W	S	x		x		x	x		x	x
J10	East Turner Lake	P	W	S	x				x	x			x
J11	Spruce Camp	P/B	W	-	x		x		x	x	x		x
A01	Lake Kathleen	P	W	S	x			x		x			x
A02	West Florence	P	W	S	x			x		x			x
A03	East Florence	P	W	S	x			x		x			x
A04	Distin Lake	P	W	S	x			x		x			x
A05	Sportsmen	P	W	S	x			x		x			x
A06	Hasselborg Creek	P	W	S	x			x		x			x
A07	Big Shaheen	P	W	S	x			x		x			x
A08	Little Shaheen	P	W	S	x			x		x			x
A09	Lake Alexander	B-T/P	W	S	x			x		x			x
A10	Jims Lake	P	W	S	x			x		x			x
A11	Church Bight	P/B	W	-			x	x		x			x
A12	Pybus Bay	P/B	W	-			x	x		x			x
S01	White Sulphur Springs	H/P/B-T	W	-				x		x			x
S02	Goulding Lake	P	W	S	x		x	x		x			
S03	Kook Lake	P	W	S	x			x		x			
S04	East Sitkoh Lake	P/B-T	W	S	x	x	x	x		x			x
S05	West Sitkoh Lake	P/B-T	W	S	x	x	x	x		x			x
S06	Suloia Lake	P	W	S	x			x		x			
S07	Lake Eva	P	W	S	x	x	x	x		x			x
S08	Shelikof	H/P/B-T	W	-		x		x		x			
S09	Brents Beach	P/B	W	-			x	x		x			
S10	Fred's Creek	B/H	W	-				x		x			
S11	Baranof Lake	P	W	S	x			x		x			
S12	East Redoubt Lake	P/B-T	W	S	x		x	x		x			x
S13	Avoss Lake	P	O	S	x			x		x		x	
S14	Davidof Lake	P	W	S	x			x		x			
S15	Plotnikof Lake	P	O	S	x			x		x			

LEGEND:

Access Symbols: P=Plane B=Boat T=Trail R=Road H=Helicopter
B-T=Boat to Trail R-T=Road to Trail P-T=Plane to Trail

Stove Symbols: W=Wood Stove provided O=Oil Stove; user must provide own oil

Fish Symbols: TR=Trout ST=Steelhead SA=Salmon

Wildlife Symbols: D=Deer BL=Black Bear BR=Brown Bear M=Moose G=Goat
WF=Waterfowl

Appendix B

APPENDIX B

Development of a Mail Survey:

The "Total Design Method" for mail surveys (Mail and Telephone Surveys, The Total Design Method by Don A. Dillman) dictates a precise method of formulating, printing, conducting, and mailing surveys. The process describes the necessary elements of the cover letter - even including the "pressed blue ball point pen" method of signature. Front and back cover designs are addressed as is envelope preparation. The questionnaire is to be printed as a booklet and consists of 8 1/4" by 12 1/4" sheets of paper folded in the middle and stapled. This forms a book, the dimensions of which are 6 1/8" by 8 1/4". The questionnaire is printed in a photographically reduced form (at 79% of original size) and should not exceed 12 pages for better response rates.

This questionnaire was developed in response to the information needs identified by the Chatham Area recreation managers. Limited pre-testing was conducted.

If you have stayed at a Forest Service recreation cabin in Alaska only once, please answer your questions in light of that one visit. If you have visited recreation cabins more than one time, please answer these questions according to what is most representative of your visits.

Q1. How many times have you used a recreation cabin in Alaska in the last year (from January 1, 1989 to December 31, 1989)?

___ NONE
___ 1-2 TIMES
___ 3-5 TIMES
___ 6 OR MORE TIMES

Q2. On a scale from 1 to 10 (with 1 being very dissatisfied and 10 being extremely satisfied), circle the number which indicates how satisfied you were with your public recreation cabin experience:

10	9	8	7	6	5	4	3	2	1
Very Satisfied									Very Dissatisfied

Q3. What is your favorite cabin?_____

Why?_____

_____

Q4 How did you first hear about Forest Service recreation cabins?

___ WORD OF MOUTH (FRIENDS/RELATIVES)
___ A PROGRAM OR PRESENTATION (PLEASE SPECIFY:_____)
___ VISITING A FOREST SERVICE OFFICE IN ALASKA
___ VISITING A FOREST SERVICE OFFICE IN ANOTHER STATE THAN ALASKA
--- A MAGAZINE OR ARTICLE
--- OTHER. PLEASE SPECIFY:_____

Q5. Below are some factors that may or may not be important in selecting a recreation cabin to visit. Please check the box that best describes your feelings regarding each factor.

	VERY IMPORTANT	SOMEWHAT IMPORTANT	NOT IMPORTANT
GREAT SCENERY	____	____	____
ACCESS TO GOOD HUNTING	____	____	____
ACCESS TO GOOD FISHING	____	____	____
COST TO GET TO A CABIN	____	____	____
THE DESIGN OF THE CABIN	____	____	____
OPPORTUNITY FOR SOLITUDE	____	____	____
ACCESS TO HIKING OR SKIING OPPORTUNTIES	____	____	____
ACCESS TO ALL TERRAIN VEHICLE (ATV) OPPORTUNITIES	____	____	____

ARE THERE ANY OTHER FACTORS THAT AFFECT YOUR DECISION TO SELECT A CABIN TO VISIT? PLEASE LIST: _____

_____

_____

Q6. How have you travelled to the cabin(s) you have visited in the last year (check as many as is applicable)?

___ HIKE OR SKI IN
___ FLY IN - SMALL PLANE
___ FLY IN - HELICOPTER
___ PRIVATE BOAT
___ CHARTERED BOAT
___ BY BOTH BOATING AND HIKING IN
___ BY BOTH BOATING AND ATV TRAVEL
___ ALL-TERRAIN VEHICLE (ATV)

Q7. How do you prefer to get to a cabin?

___ HIKE OR SKI IN
___ FLY IN - SMALL PLANE
___ FLY IN - HELICOPTER
___ PRIVATE BOAT
___ CHARTERED BOAT
___ BY BOTH BOATING AND HIKING IN
___ BY BOTH BOATING AND ATV TRAVEL
___ ALL-TERRAIN VEHICLE (ATV)

Q8. On the average, how many people are usually in your party when you go to a recreation cabin?

___ 1-2
___ 3-6
___ 7-10
___ 11-15
___ 16 OR MORE

Q9. Thinking about your 1989 visit(s) to recreation cabins, what best describes your group?

___ ONLY LOCAL RESIDENTS
___ LOCAL RESIDENTS WITH ALASKAN FRIENDS OR RELATIVES FROM OUT-OF-TOWN
___ LOCAL RESIDENTS WITH OUT-OF-STATE FRIENDS OR RELATIVES
___ ALASKANS FROM PARTS OF THE STATE OTHER THAN YAKUTAT, SITKA, HOONAH, ANGOON, OR JUNEAU-DOUGLAS AREA.
___ OUT-OF-STATE VISITORS ONLY.

Q10. What best describes your party when you visit a cabin?

___ YOU ALONE.
___ SINGLE FAMILY.
___ TWO OR MORE FAMILIES.
___ GROUP OF FRIENDS.
___ ORGANIZED GROUP (CLUB, TEAM, SCOUT TROOP, TOUR, ETC.)

Q11. Lake Eva cabin on Sitka Ranger District is accessible to disabled visitors - i.e. a float dock and ramp to the cabin, adapted fishing pier, the picnic table, cabin, and outhouse are barrier-free. Did you know about this particular cabin?

___ YES
___ NO

Q12. Is it important to you to offer more cabins that are barrier-free and disabled accessible?

___ NOT IMPORTANT AT ALL.
___ SOMEWHAT IMPORTANT.
___ IMPORTANT
___ VERY IMPORTANT.

Q13. If you have had to cancel or transfer a reservation within the last year, what has been the primary reason?

___ WEATHER
___ PERSONAL REASONS (ILLNESS, OTHER PLANS DEVELOPED, ETC.)
___ COST
___ OTHER - PLEASE SPECIFY:_____

Q14. Most cabins can sleep up to six people; some cabins are larger and can sleep 10-12 or even up to 16. On an average, what is the group size any future cabins should be able to accommodate?

___ UP TO 6 IS FINE.
___ 7 TO 10
___ UP TO 12
___ AT LEAST 16
___ AT LEAST 20.
___ MORE THAN 20. PLEASE SPECIFY:_____

Q15. Have you ever wanted to make a reservation and couldn't?

___ YES.
___ NO. SKIP TO QUESTION 17 AND CONTINUE.

Q16. If you answered yes to Question 15, what was the primary reason?

___ FOREST SERVICE OFFICES WERE CLOSED.
___ ALL RESERVATIONS FOR CABINS I WANTED WERE ALREADY TAKEN.
___ I DIDN'T KNOW HOW TO MAKE A RESERVATION OR WHO TO CONTACT.
___ IT WAS TOO DIFFICULT.
___ THE FOREST SERVICE RESERVATION COMPUTER WAS DOWN.
___ OTHER - PLEASE BE SPECIFIC:_____
_____

Q17. What facilities are most important to you at a cabin or would influence your selection of a cabin? Check the appropriate box per item:

Item	Unnecessary	Necessary	Desirable	No Opinion
CABIN LARGE ENOUGH TO ACCOMMODATE LARGE GROUP (8 PLUS)	____	____	____	____
BOAT	____	____	____	____
STOVE	____	____	____	____
FIREWOOD	____	____	____	____
KITCHEN UTENSILS (POTS/PANS/DISHES)	____	____	____	____
PICNIC TABLE OUTSIDE CABIN	____	____	____	____
FIRE RING OUTSIDE CABIN	____	____	____	____
AXE, MAUL	____	____	____	____
DECK ATTACHED TO CABIN.	____	____	____	____
DOCK (IF ON SALTWATER)	____	____	____	____

Q18. The Forest Service is analyzing alternative methods of heating recreation cabins (such as oil stoves). How important do you feel a wood stove is for your recreation cabin experience?

___ VERY IMPORTANT.
___ THEY'RE NICE TO HAVE.
___ ITS NOT IMPORTANT AS LONG AS SOME HEAT SOURCE IS PROVIDED.
___ NO OPINION.

Q19. What locations do you prefer for a recreation cabin?

___ ALPINE OR SUBALPINE.
___ OCEAN ACCESS.
___ REMOTE LAKE.
___ ALONG A STREAM.
___ NEAR A ROAD ACCESS.
___ NEAR A HOT SPRING
___ OTHER - PLEASE DEFINE:_____

Q20. Generally, how did you feel about the condition and maintenance of the cabin(s) you visited in 1989?

___ WONDERFUL!
___ GREAT BUT THERE WERE SOME IMPROVEMENTS THAT COULD HAVE BEEN MADE.
___ ADEQUATE.
___ LESS THAN ADEQUATE.
___ THE PLACE WAS A MESS!

Q21. The Forest Service is analyzing whether to allow commercial guides and outfitters to use less popular recreation cabins. How do you feel about outfitter/guide use of recreation cabins?

___ OUTFITTER/GUIDES SHOULD NOT BE ALLOWED TO USE CABINS.

___ OUTFITTER/GUIDES SHOULD BE ABLE TO USE CABINS THAT ARE NOT OTHERWISE USED MUCH OR DURING PERIODS OF LOW USE.

___ OUTFITTER/GUIDES SHOULD BE ABLE TO RESERVE ANY CABINS ON A FIRST-COME, FIRST-SERVED BASIS.

___ NO OPINION.

Q22. Do you think package deals where visitors could get both transportation and cabin reservations in one package should be available?

___ YES.
___ NO
___ UNDECIDED

Q23. Do you think package deals where visitors could get transportation, cabin reservations, and food supplied in one package should be available?

___ YES.
___ NO.
___ UNDECIDED

Q24. Do you think package deals where visitors could get transportation, cabin reservations, food, and guiding services included in one package should be available?

___ YES.
___ NO.
___ UNDECIDED

Finally, we would like to ask a few questions about yourself for statistical purposes.

Q25. Your sex. (Circle number of your answer)

1 FEMALE

2 MALE

Q26. Your age. (Circle number)

1 Under 21.
2 22-35
3 36-45
4 46-55
5 56-65
6 Over 65.

Q27. Do you usually bring children with you to recreation cabins?

___ YES.
___ NO.
___ SOMETIMES.

Q28. IN WHAT STATE ARE YOU A RESIDENT?_____

Q29. What was your approximate annual gross income of your entire household for 1989? (Circle number)

1 Under $9,999

2 $10,000 to 19,999

3 $20,000 to 29,999

4 $30,000 to 39,999

5 $40,000 to 49,999

6 $50,000 to 69,999

7 Over $70,000

Q30. Please describe the usual occupation of the principal wage earner in your household:_____

_____

Q31. Which is the highest level of education that you have completed? (Circle number)

1 NO FORMAL EDUCATION
2 SOME GRADE SCHOOL
3 COMPLETED GRADE SCHOOL
4 SOME HIGH SCHOOL
5 COMPLETED HIGH SCHOOL
6 SOME COLLEGE
7 COMPLETED COLLEGE
8 SOME POST GRADUATE WORK
9 A POST GRADUATE DEGREE

Q32. Which of the following best describes your racial or ethnic identification? (Circle number)

1 BLACK (NEGRO)
2 HISPANIC (MEXICAN-AMERICAN)
3 NATIVE AMERICAN, NATIVE ALASKAN (AMERICAN INDIAN)
4 WHITE (CAUCASIAN)
5 ORIENTAL
6 OTHER-PLEASE SPECIFY:_____

Is there anything else? If there is any additional comments you would like to make regarding the Forest Service recreation cabin program, please use this space or a separate piece of paper for that purpose.

(This would be placed on the back cover of the questionnaire.)

Your contribution to this effort is greatly appreciated!

Appendix C

APPENDIX C

RECREATION USE FIGURES, 1989

CHATHAM AREA RECREATION CABINS

Juneau Ranger District

Cabin Name	Number of Visitors	Nights Reserved	Number of Groups	12 hour VDU's	Months of Use	Number of Permits Written	Revenue Produced
Admiralty Cove	317	189	88	1582	Jan-Dec	88	$ 2835
John Muir	590	155	130	1634	Jan-Dec	130	$ 2325
Dan Moller	611	153	128	1626	Jan-Dec	128	$ 2295
Peterson Lake	376	150	101	1014	Jan-Dec	101	$ 2250
West Turner Lake	207	128	53	896	May-Nov	53	$ 1920
North Young Lake	230	120	53	872	June-Nov	53	$ 1800
South Young Lake	107	102	31	574	June-Dec	31	$ 1530
East Turner Lake	94	82	26	568	May-Oct	26	$ 1230
Spruce Camp	96	51	25	404	May-Sept	25	$ 765
Laughton Glacier	44	31	17	188	May-Sept	17	$ 465
Katzehin River	20	13	9	76	May-Sept & Dec	9	$ 195
subtotal	**2692**	**1174**	**661**	**9434**	**N/A**	**661**	$ 17,610

Admiralty Island National Monument

East Florence Lake	207	141	55	1026	May-Dec	55	$ 2115
Big Shaheen	270	123	51	1209	May-Dec	51	$ 1845
Church Bight	172	93	44	700	Apr-Jan	44	$ 1395
West Florence Lake	107	83	33	452	May-Dec	33	$ 1245
Little Shaheen	189	82	36	756	May-Dec	36	$ 1230
Jim's Lake	82	77	36	480	June-Nov	36	$ 1155
Lake Alexander	69	74	22	446	June-Dec	22	$ 1110
Pybus Bay	44	56	15	388	Apr-Jan	15	$ 840
Sportsman	63	51	21	308	May-Nov	21	$ 765
Hasselborg Creek	55	51	17	260	May-Sept	17	$ 765
Kathleen Lake	13	23	6	106	Aug-Nov	6	$ 345
Distin Lake	11	14	5	66	July-Oct	5	$ 210
subtotal	**1282**	**868**	**341**	**6197**	**N/A**	**341**	$ 13,020

SITKA RANGER DISTRICT

CABIN	DOLLARS COLLECTED	# OF PEOPLE	OF PARTIES ALASKA	OF PARTIES NON-ALASKA	12 HOUR VISITOR DAYS
Brent's Beach	1,890	299	66	5	1086
Lake Eva	1,650	95	16	12	780
Kook Lake	1,650	110	22	9	850
White Sulphur	1,380	137	28	6	776
Sitkoh	1,365	93	14	9	704
Shelikof	1,285	237	43	1	1068
Fred's Creek	1,095	188	41	4	602
Plotnikof Lake	870	56	10	5	446
Goulding Lake	690	41	8	5	296
Baranof	660	59	18	1	264
Redoubt	495	55	7	4	274
Avoss	450	27	7	0	188
Davidof	345	15	6	0	119
Suloia	180	12	4	1	56
Totals	14,005.00	1,424	290	62	7,509

HOONAH RANGER DISTRICT*

CABIN	DOLLARS COLLECTED	# OF PEOPLE	OF PARTIES ALASKA	OF PARTIES NON-ALASKA	12 HOUR VISITOR DAYS
Salt Lake Bay	450	83	9	2	
Green Top	210	23	3	1	
Totals	669	106	12	3	

*Complete data was not available for Hoonah and Yakutat Ranger District at the time of this writing.

APPENDIX C

INFORMATION REGARDING RESERVATIONS

NUMBER OF RESERVATIONS MADE LISTED BY COMMUNITIES IN ALASKA:		% OF IN-STATE RESERVATIONS	% OF ALL RESERVATIONS
Anchorage	22	2%	1.7%
Anchor Point	1		
Bethel	1		
Corner Bay	1		
Eagle River	3		
Elfin Cove	2		
Fairbanks	2		
Fairbanks	7		
Girdwood	1		
Gustavus	2		
Haines	4		
Hobart Bay	1		
Homer	1		
Hoonah	4		
Juneau Area*	808	70.0%	60.0%
Kake	2		
Ketchikan	7		
Metlakatla	1		
N.Pole	3		
Pelican	2		
Petersburg	18	1.6%	1.4%
Sitka	231	20.0%	17.0%
Skagway	5		
Soldotna	1		
Yakutat	16	1.4%	1.2%

TOTAL IN STATE: 1,144 = 85% of all reservations

TOTAL RESERVATIONS 1,342

*Juneau Area included Juneau, Auke Bay, and Douglas mailing addresses.

NUMBER OF RESERVATIONS LISTED BY STATE OF ORIGIN:		% OF OUT-OF STATE RESERVATIONS	% OF ALL RESERVATIONS
Arizona	3	1.5%	.22%
California	45	23.0%	3.35%
Colorado	13	6.7%	1.0%
Conn.	2		
Deleware	1		
Florida	3	1.5%	
Georgia	12	6.0%	0.9%
Hawaii	2		
Idaho	2		
Illinois	1		
Kansas	2		
Louisiana	5	2.5%	
Mass.	5	2.5%	
Maryland	1		
Maine	2		
Michigan	4	2.0%	
Minnesota	1		
Montana	3	1.5%	
North Carolina	2		
New Hampshire	2		
New Jersey	2		
Nevada	2		
New York	6	3.0%	
Ohio	4	2.0%	
Oklahoma	1		
Oregon	16	8.0%	1.2%
Texas	9	4.6%	0.7%
Utah	1		
Virginia	1		
Washington	36	18.5%	2.7%
Wyoming	2		
Wisconsin	3	1.5%	
TOTAL OUT-OF-STATE RESERVATIONS	194		
British Columbia	4		
Switzerland	1		
TOTAL RESERVATIONS:	1342		

*Note: Not all percentages are shown because of the small number of actual reservations which makes the percentage negligible.